Command Relationship / Your Role In Building Morale

LTC Will Wheeler

Chief, Nutrition Care Division

Darnall Army Community

Disclaimer

- My presentation is based on personal experiences.
  - Not based on policy or doctrine.
- My deployment was in support of a peacekeeping mission.
  - Every deployment is different.
  - Ideas, suggestions are resource / situation dependent.

Agenda

- Building A Supportive Command Relationship
  - Principles
  - Requirements
- Your Role In Building Morale
  - Background on Operation Joint Endeavor
  - Take home message
  - Ideas / Suggestions

Morale And You (NCD)

- 3 M's – Money, Mail and Meals
  - The unit can actually reach out and touch you
- Meals
  - Priorities – patients first
  - Honest broker – what is best for the whole
    - Unit
    - Area
    - Theater
- What else do you own?

The Dining Tent

- Comfort Zone / Recreation Room / Informal Meeting Place / Events Room

- Normally assigned to the company commander but delegated, receipted or just given to NCD.

Principles Of Building A Supportive Command Relationship

- Your command:
  - expects you to help foster unit morale.
  - wants to support you.
  - wants to take pride in their nutrition care section.
- Always:
  - keep your command informed of your challenges, constraints, requests for support, and upcoming events.
  - maintain control of your lane (personnel, rations, equipment, events)

Requirements For Building A Supportive Command Relationship

- Be in charge / take responsibility
- You and your NCOIC are a team:
  - Take care of your soldiers
  - Create a culture of high and quality performance
- Be a member of your division
- Communicate / instill your requirements during exercises
- Be a go-to staff officer.
- Be positive
- Be creative

Your Role In Building Morale

Agenda

- Background: Operation Joint Endeavor
- Take Home Message
- Suggestions / Ideas based on one deployment

Background: Operation Joint Endeavor - Situation and Mission

- Establish peace in Bosnia following the Dayton Peace Accords (Nov. 95).
- NATO troops would be used to keep peace.
- US Forces used Hungary as a initial staging base (Corps Support Area).
- Hungary’s strategic location.
- 67th CSH would provide level 3 health service support for the mission.

Background: Operation Joint Endeavor

- 67th Combat Support Hospital was deployed from December 1995 – April 1997 in support of Operation Joint Endeavor:
  - CPT Nicole Annis, MSG Joe Merrill and staff were deployed from December 1995 – September 1996.
  - MAJ Will Wheeler, SSG Rodney Robinson and staff were deploy from from September 1996 – April 1997.

BOSNIA & HERZEGOVINA
Operation
JOINT ENDEAVOR
NATO
Hungary
Kaposvar
Zagreb
Osijek
Serbia
Croatia
Vinkovcl
Belgrade
NATO Mobile Force
Lukavica
Brcko
Banja Luka
U.S.A. Sector
Serb Controlled Area
Tuzla
Bihac
Srebrenica
Mrkonjic Grad
Sipovo
Sarajevo
Zepa
Gornji Vakuf
U.K Sector
Gorazde
Musilim / Croat Controlled Area
French Sector
Mostar
Montenegro
Dubrovnik

ÜDVÖZÖLJÜK ÚJRA ITTHON!
WELCOME TO HUNGARY!
McDonald's
SOPRON CENTR M

Possible Negative Effects On Morale

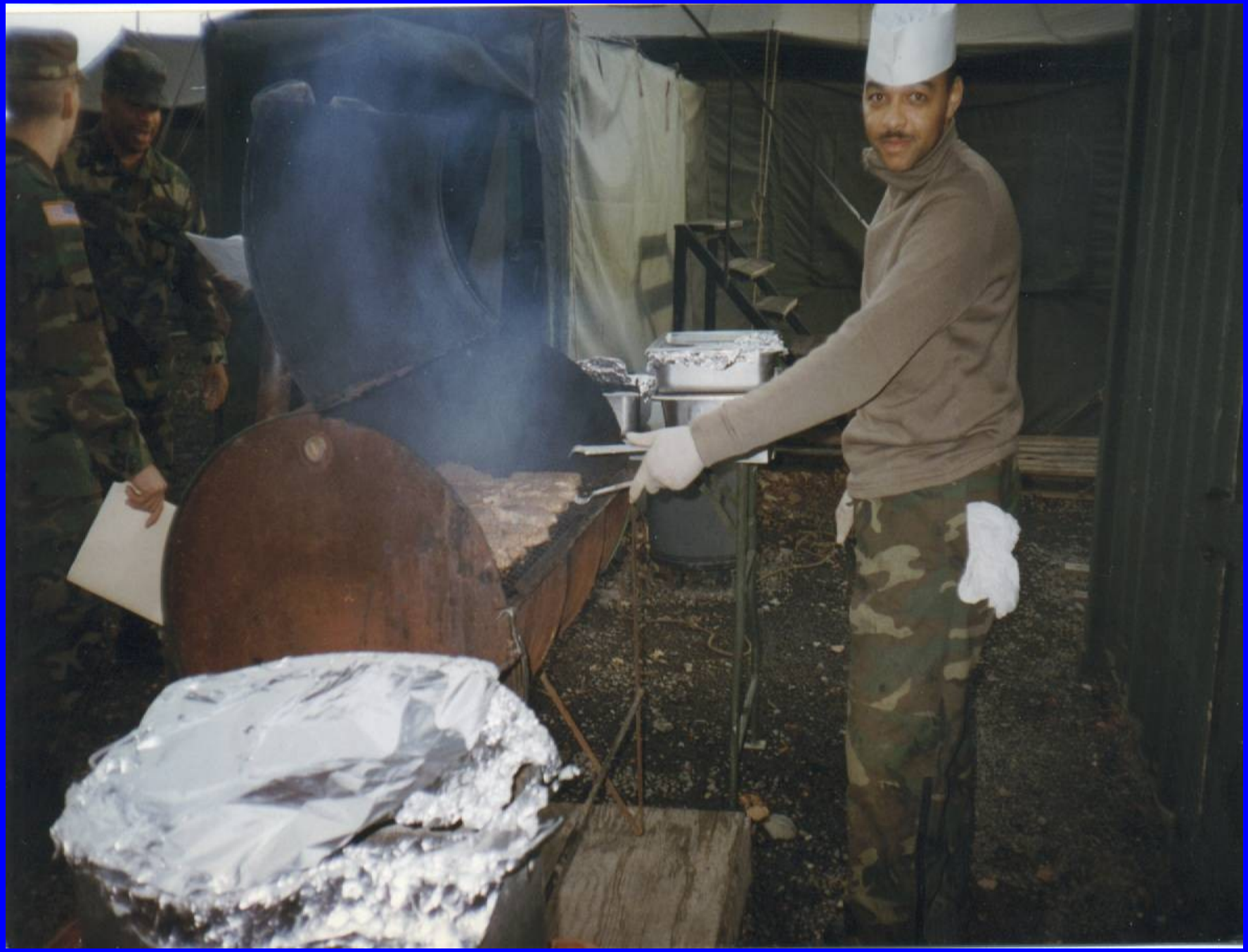
- Separation
- Restrictions
- No tax exemption or hazardous duty pay
- Job stress both forward and rear
- Ground Hog Day
- The forgotten unit

Morale Builders

- We lived LARGE
  - Barracks
  - Less restrictio
  - LSA
    - PX
    - Gyms
    - Morale Tent
  - VTC / Phones
  - Rear Support

Take Home Message (Part 1 of 2)

- We have the talent.
- We may / may not have the resources.
  - Look around
- Don’t wait for the opportunity.
- Food is HUGE (pack seasoning)

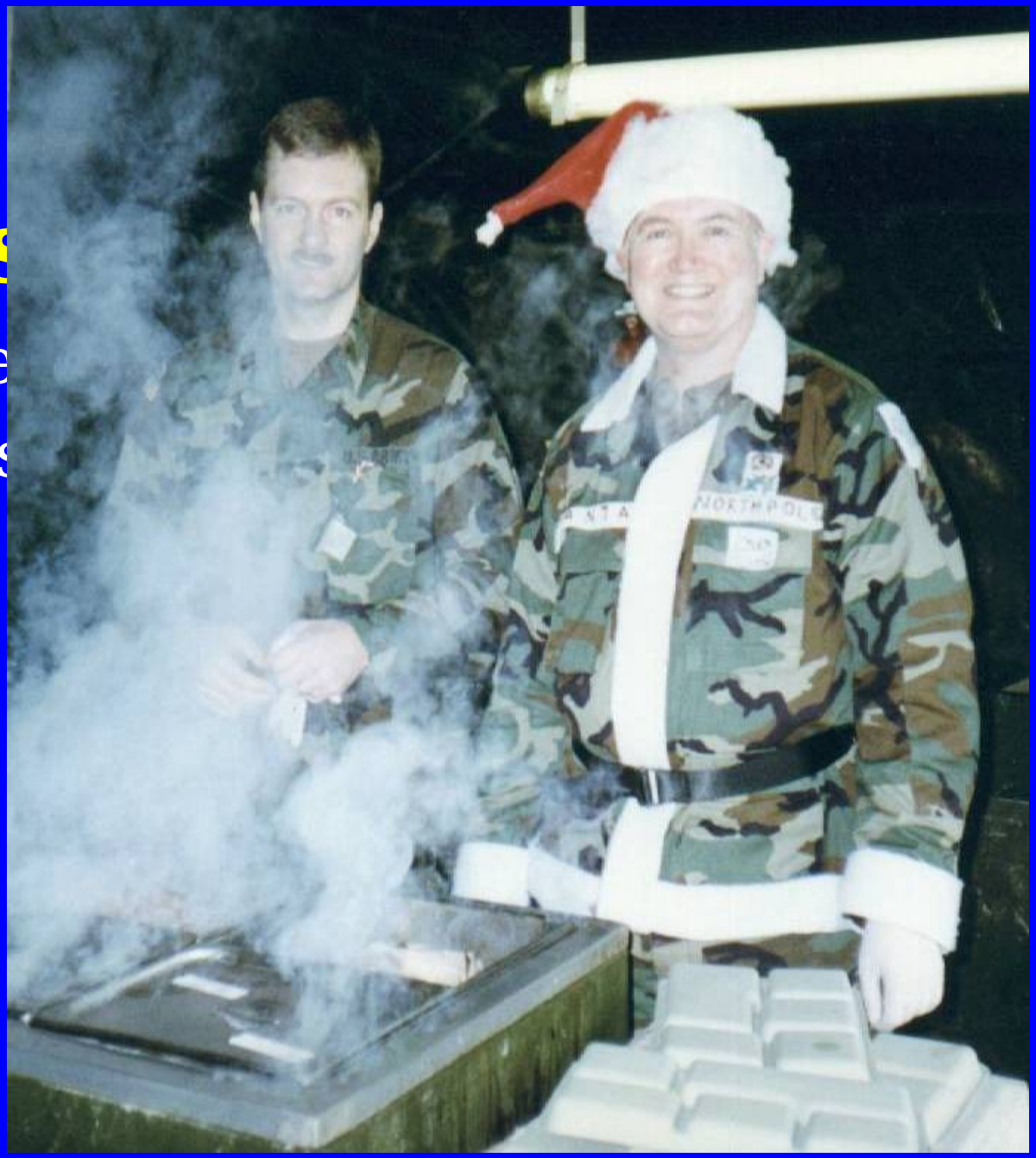


Take Home Message (Part 2 of 2)

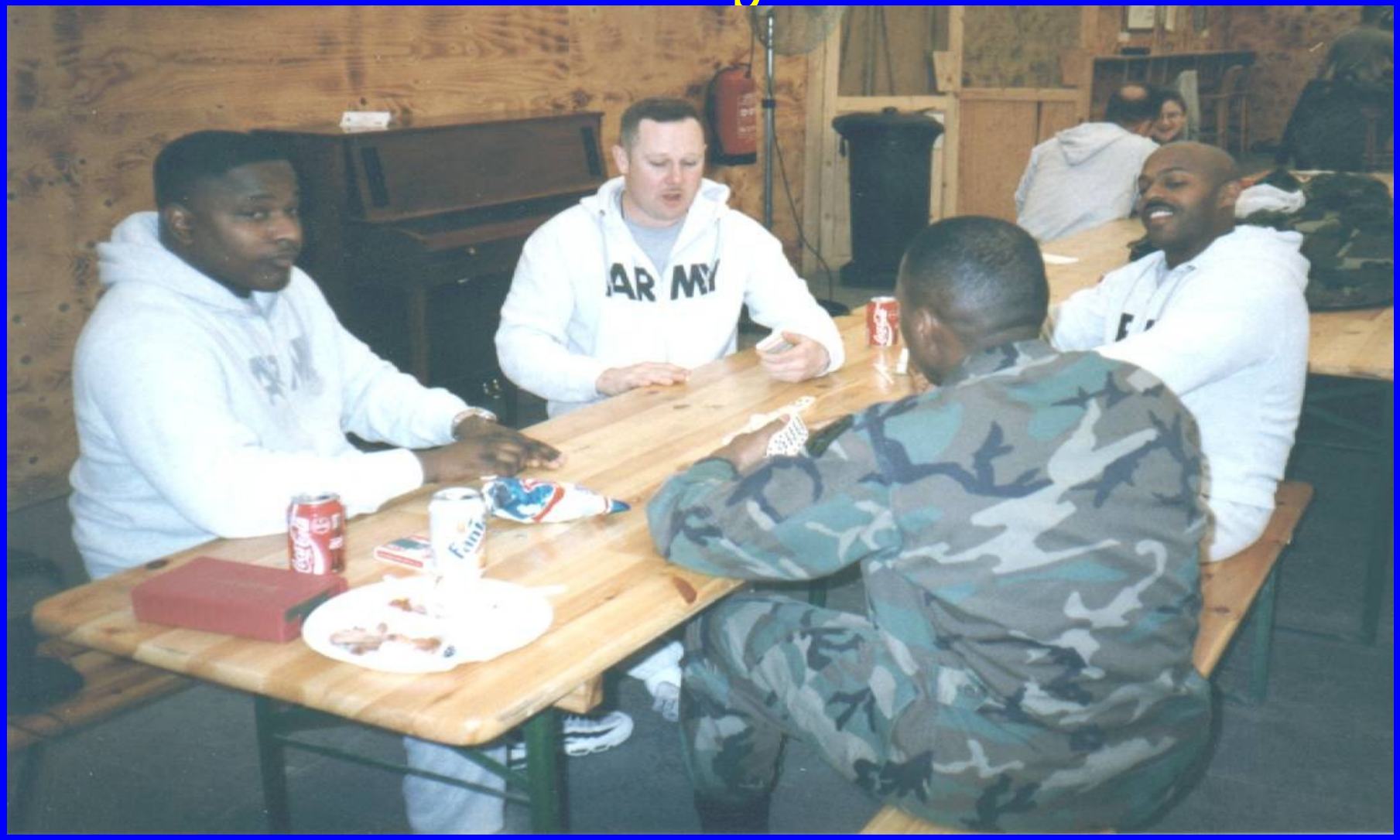
- Morale - Pre / During / Post Deployment.
- Mission / Situation will dictate what you do.
- Committees will happen.
- It’s important / valued / essential.

- **Holidays**
  – It is importan
  for your staff a
  patients to see
  familiar things
  Holidays.

- **Holidays**
  - Guest Serve
  - Guest Cooks



Events - Organization Day



Events - National Nutrition Month

Events - Ice Cream Cakes

Events - “Five!”

Take Suggestions

- Unsolicited / Solicited / Look for opportunities.
  - Mardi Gras
  - Sunday Brunch
  - Pool Party

- Customer Requests
  - Dr. Ortiz's Chicken Adobe
  - Determine what ingredients need to be requested from family and friends.

Take Suggestions

Create Events

Create Events

Create Events

Recognition

The Heroes

VIPs